

# HYFFORDDI AR GYFER YFORY

Cynhadledd Hyfforddi Cymru

# COACHING FOR TOMORROW

Wales Coaching Conference

23, 24, 25 Mawrth|March 2021

**#COACHFEST**



University of  
South Wales  
Prifysgol  
De Cymru



# Embracing Uncertainty: Coaching for Future Generations

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## Today we will...

- Introduce the Well-being of Future Generations (Wales) Act 2015
- Explore concepts about future generations
- Share models of complexity and systemic thinking
- Developing a systemic coaching practice
- You will need a piece of paper, pen/pencil and calculator

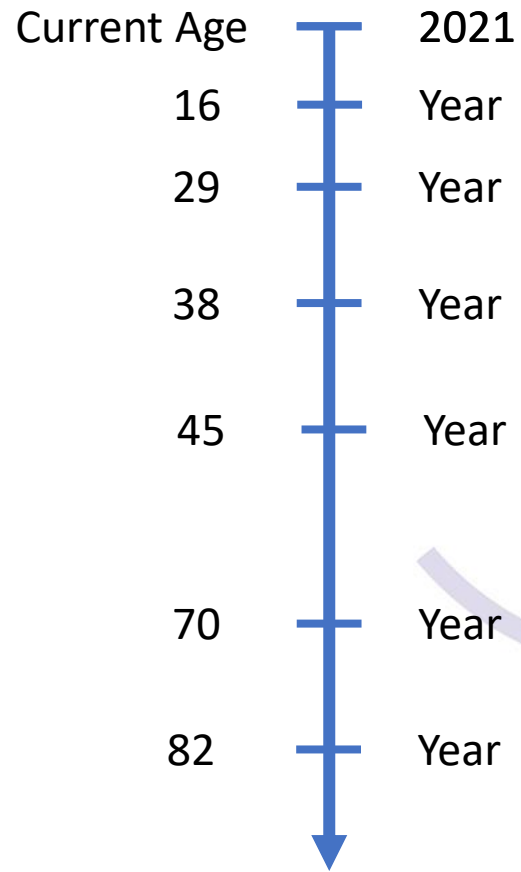


# Declarations of interest

- Pete Tong professionalism in the face of Covid-19
- Background in sustainability, futures and coaching
- Developing PhD research proposal
- Can coaching help public sector leaders in Wales navigate the complexity and uncertainty of present and future systems so they can be effective leaders for future generations?

# Why coach for future generations

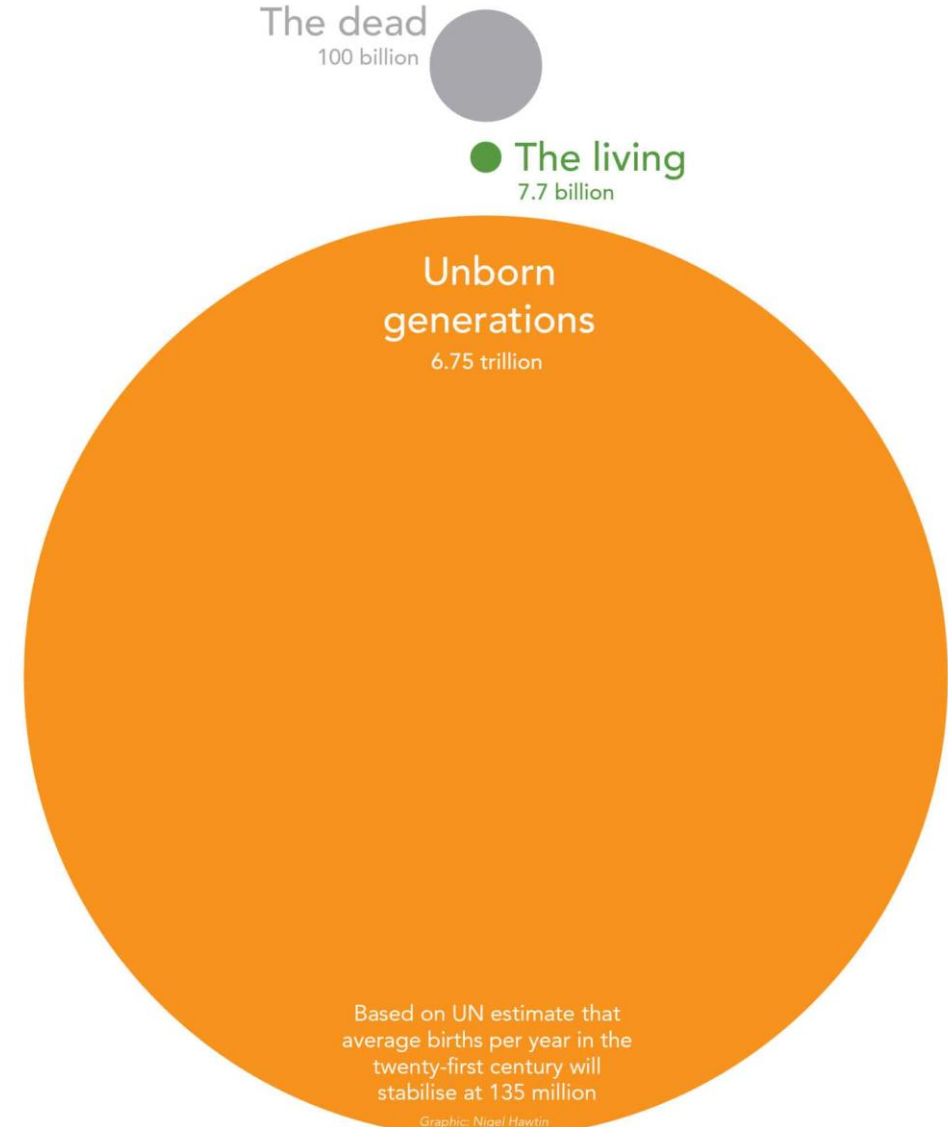
Draw a straight line on a page from top to bottom



How far did you get?

## The scale of unborn generations

Looking 50,000 years into the past and 50,000 into the future – assuming that the twenty-first century's birth rate remains constant – all human lives ever lived are far outweighed by all those yet to come



From *The Good Ancestor: How to Think Long Term in a Short-Term World* by Roman Krznaric. Graphic design by Nigel Hawtin.

## Vision for Wales: The Well-being Goals



### What:

- Carry out sustainable development
- Set organisational well-being objectives

### How:

- Balancing long term and short term needs
- Integrated approach
- Involve people
- Collaborate
- Prevent problems occurring or getting worse

### Sustainable development:

Meet the needs of the present without compromising the ability of future generations to meet their own needs

## Policy Intent of the Well-being of Future Generations Act

“putting sustainable development at the heart of government; creating a resilient and sustainable economy that lives within its environmental limits and only uses our fair share of the earth’s resources to sustain our lifestyles.”

- To address systemic short-termism- political cycles
- Promote social and ecological justice
- Strengthen governance systems for improving well-being
- Embed sustainable development in public bodies
- Promote the interests of future generations

(Well-being of Future Generations (Wales) Bill Explanatory Memorandum)



# Five years on- Leadership for future generations

- Public bodies- objectives and behaviour
- Systemic barriers
- Use of evidence and insight
- Vague aspirations, unclear outcomes and transition routes
- Ambiguity - future or current generation

(Audit Wales 2020; Future Generations Commission for Wales 2020 , Netherwood and Flynn 2020)

## Problem of Presentism

“long-term interests will be especially at risk when there is a high degree of uncertainty and political divisions are intense”

Boston 2021

(Boston 2021; Fairbrother *et al* 2020 van der Linden 2015 Thompson 2010)

- Short-term interests over long-term interests
- Concern but not action
- Long term, global problems are perceived as psychologically distant

## Causes

- Human condition
- Constitutional, institutional and political factors
- Lack of political trust
- Uncertainty of the future
- Systemic complexity

# Creating conditions for improving leadership for future generations



“Am I really going to have to tell your great grandchildren that you knew everything but did nothing?”

Rebeka Ryvola / CartoonCollections.com

- Optimism about future living standards
- Greater institutional trust
- Activating internal drivers / motivation
- Incentivising policy makers
- Enhance capacity

(Boston 2021; Fairbrother *et al* 2020)

## Exploring relationships between generations:

***multi-generational needs***  
supports multiple generations of people as a *by-product* of addressing the needs of current generations.

***intra-generational needs***  
focusing on activity that supports outcomes within a current generation

Deliberative approach

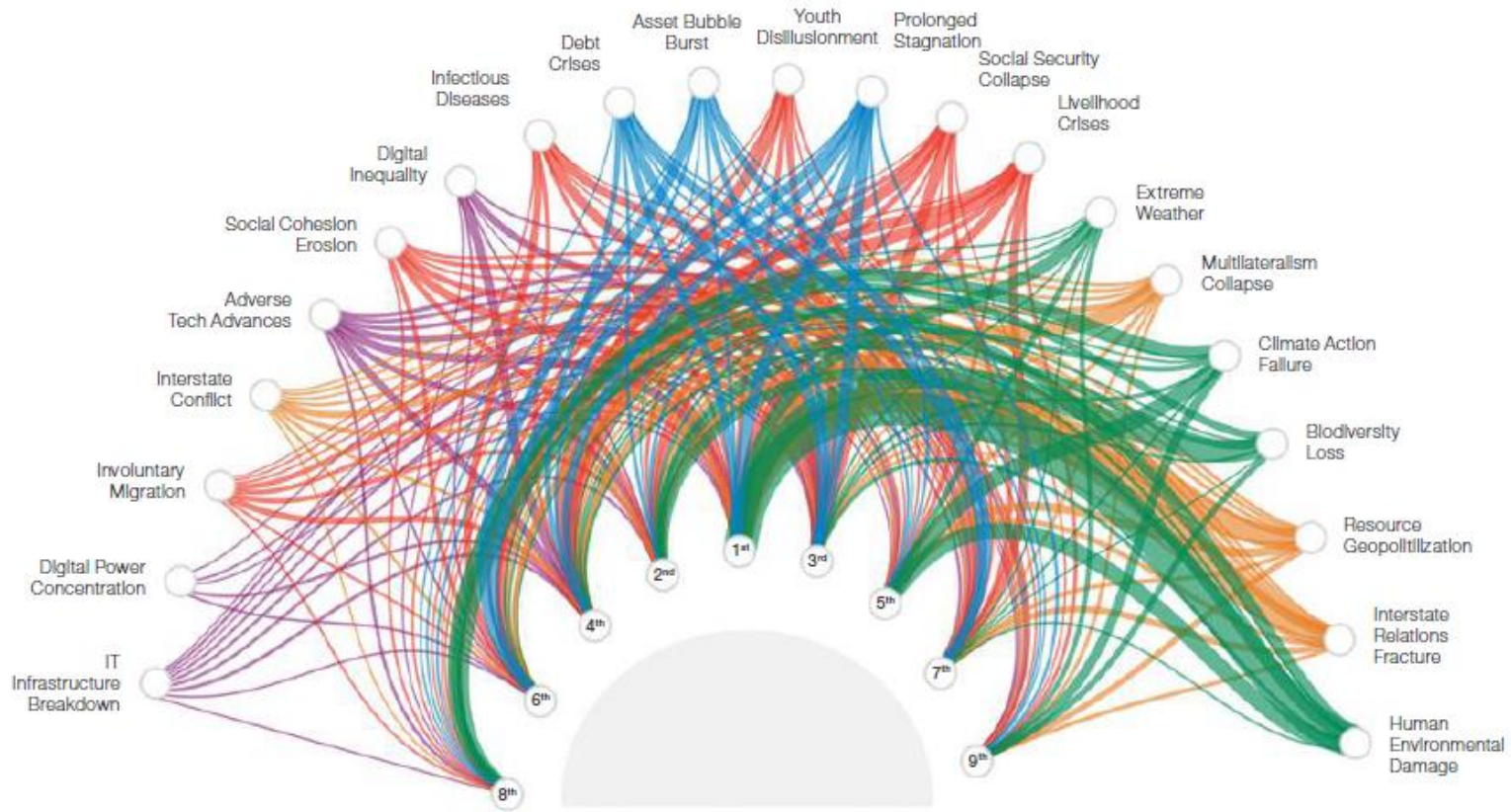
***inter-generational needs*** between current and future generations

***trans-generational needs*** beyond current generations

(Netherwood and Flynn 2020)

Complex nature of global risks and drivers

8 <sup>th</sup>	6 <sup>th</sup>	4 <sup>th</sup>	2 <sup>nd</sup>	1 <sup>st</sup>	3 <sup>rd</sup>	5 <sup>th</sup>	7 <sup>th</sup>	9 <sup>th</sup>
Extreme Weather	Debt Crises	Social Cohesion Erosion	Infectious Diseases	Climate Action Failure	Livelihood Crises	Biodiversity Loss	Prolonged Stagnation	Human Environmental Damage



(World Economic Forum, 2021)

“For every complex problem there is an answer that is clear, simple and wrong”

H.L. Mencken

**Complex Domain:**

Adaptive system  
Cause and effect do not exist  
Probe : Sense : Respond  
Emergent Practice

**Complicated Domain:**

Ordered system  
Cause and effect exist- but  
only experts see it  
Sense : Analyse : Respond  
Good Practice

**Confusion:**

State of not  
knowing what  
domain you are  
in

**Clear Domain:**

Ordered system  
Cause and effect exist and is  
visible  
Sense : Categorise : Respond  
Best Practice

CLIFF EDGE

# Cynefin Framework

(Snowdon and Rancati 2021 and Snowden and Boone 2007)

## Complex Domain:

Hitting Zero Waste by 2050  
Materials markets  
Consumer behaviour  
Product design  
New materials

## Complicated Domain:

Establishing a kerbside recycling  
Behavioural experts  
Logistical experts  
Institutional change

## Confusion:

State of not knowing what domain you are in

## Clear Domain:

Established kerbside recycling scheme  
Behaviours normalised and established

## Chaotic Domain:

Pandemic impact on recycling

CLIFF EDGE

# Cynefin Framework and Recycling

(Snowdon and Rancati 2021 and Snowden and Boone 2007)



# Cynefin Framework

## Complex Domain:

Adaptive system  
Cause and effect do not exist  
Probe : Sense : Respond  
Emergent Practice

## Complicated Domain:

Ordered system  
Cause and effect exist- but  
only experts see it  
Sense : Analyse : Respond  
Good Practice

## Confusion:

State of not  
knowing what  
domain you are  
in

## Chaotic Domain:

Un-ordered system  
Cause and effect do not exist  
Act : Sense : Respond  
Novel Practice

## Clear Domain:

Ordered system  
Cause and effect exist and is  
visible  
Sense : Categorise : Respond  
Best Practice

How might we use the  
Cynefin framework in  
coaching to help clients  
(organisational or  
individual) develop  
leadership for future  
generations?

Adapted from Snowden and Rancati 2021 and Snowden and Boone 2007

## The coach's role in supporting future generations?

- Build self-awareness
- Make sense of the system they are in
- Identify patterns and connections
- Widen engagement to get different perspectives
- Align values, purpose, direction, intention
- Emotional response
- Build confidence to act differently
- Build trust with stakeholders

(Fairbrother *et al* 2020, Berger and Fitzgerald 2018, Berger and Johnson 2015)

What are your two takeaways?  
What is the one question you still  
have?

Q&A and Discussion

# References:

Berger J. G., and Fitzgerald C. (2019) Coaching for an Increasingly Complex World in Sabatine J. M., Brownell P., English S. (Eds) *Professional Coaching: Principles and Practice*

Berger J. G. and Johnson K. (2015) Simple Habits for Complex Times. Stanford Business Books

Boston J, (2021) Assessing the options for combatting democratic myopia and safeguarding long-term interests. *Futures* Vol 125

Fairbrother M., Arrhenius G., Bykvist K., & Campbell T. (2020) How Much Do We Value Future Generations? Climate Change, Debt, and Attitudes towards Policies for Improving Future Lives *Studies on Climate Ethics and Future Generations* The Institute for Futures Studies Working Paper Vol 2

Netherwood A., and Flynn A. (2020) A shift in governance, policy, and delivery for future generations? Well-being Planning in Wales. Discussion Paper

Snowden, D. and Rancati, A., (2021) *Managing complexity (and chaos) in times of crisis. A field guide for decision makers inspired by the Cynefin framework*, Publications Office of the European Union, Luxembourg,

Thompson, D. (2010). Representing future generations: Political presentism and democratic trusteeship. *Critical Review of International Social and Political Philosophy*. Vol 13. pp17-37.

World Economic Forum (2021) The Global Risks Report 2021 16th Edition

# Additional resources and support

- Climate Coaching Alliance - <https://www.climatecoachingalliance.org/>
- Neil's Wheel - <https://neilswheel.org/>
- Liberating Structures <https://www.liberatingstructures.com/>
- The UK Government Futures Toolkit  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/674209/futures-toolkit-edition-1.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/674209/futures-toolkit-edition-1.pdf)
- Welsh Government - <https://gov.wales/well-being-of-future-generations-wales>
- Future Generations Commissioner for Wales - <https://www.futuregenerations.wales/>
- United Nations Sustainable Development Goals – <https://sdgs.un.org/goals>
- Cat and the Clock Podcast <https://markfoden.com/clockcat>
- Doughnut Economics <https://www.kateraworth.com/#>
- The Good Ancestor <https://www.romankrznaric.com/good-ancestor>

Diolch  
Thank you

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